

A Renewed Focus on Crime Prevention



Prepared by

The Chattanooga Police Department

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BASIC STRATEGY TO REDUCE CITIZEN FEAR OF CRIME

EXECUTIVE SUMMARY

PROBLEM

The citizens assert that fear of crime is a primary factor in diminishing the quality of life in Chattanooga.

PROPOSAL

The Chattanooga Police Department has established the goal of reducing citizen fear of crime and has formulated a strategy to improve the delivery of police service to the community. This proposal relied on department-wide input to enhance officer performance and system efficiency.

We have examined citizen expectations and have identified specific actions to be taken. These include:

- **High visibility directed patrols** – The application of patrol assets to address specific problems within neighborhoods or communities. See Priority 1 Strategies 1 through 9 and Priority 2 Strategies 1 through 5.
- **Rapid response to calls for service** – A measured response to calls from the public appropriate to the severity of the incident and the available assets of patrol. See Priority 1 Strategies 10 through 14 and Priority 2 Strategy 6.
- **Timely investigative response** – The application of investigative service in a manner and amount, which increases the likelihood of a recovery of property and/or arrest. See Priority 1 Strategies 8 and 15 through 22 and Priority 2 Strategies 3, 4 & 7.
- **Improved call-taker skills at initial call for service** – Application of customer service skills to the call-taking process that enhance the ability of department Communication Center staff to identify the problem and apply the correct police assets in a timely manner. See Priority 1 Strategies 23 through 25.
- **Enhance crime prevention and community-department communication** – The application of crime prevention services to mitigate the opportunity for crime with a concomitant emphasis of improving communication between the department and all segments of the community. See Priority 1 Strategies 9 and 26 through 43 and Priority 2 Strategies 5 and 8 through 11.

The overall initiative is centered on enhancing the ability of the patrol function to react to citizen needs. The methodology involved establishing a basic tool kit of resources for officers to use when addressing problems. The tool kit provides structure for problem solving while remaining flexible and fluid enough to apply to different problems in different areas of the community.

We have developed 43 Priority 1 strategies, to be undertaken within the next six months. There are 12 Priority 2 strategies, which will take more than six months to implement. The prioritized list of strategies is attached. Wherever possible we have identified performance measures to assist us in gauging our progress toward achieving our overall goal.

IMPACT

The application of this initiative is intended to enhance the performance of police personnel, optimize operations, increase citizen confidence in the police department and ultimately reduce the likelihood and the fear of crime.

Priority Level 1

Strategy 1: Use directed patrols for chronic problems and concerns. This also increases visibility. Directed patrols are an intense style patrolling, focusing on creating a formidable police presence in order to remove undesirables from an area. Directed patrols will be approved by zone commanders.

Strategy 2: Identify and reduce social decay by utilizing internal and external resources. Problem notifications can be an extremely useful tool in order to achieve this goal. Again, this will be managed by field supervisors.

Strategy 3: Provide access to information concerning citations and accidents for use by patrol and traffic divisions.

Strategy 4: Provide current information on probationers and parolees citywide.

Strategy 5: Maintain historical data concerning crime, crime trends, and other pertinent information.

Strategy 6: Review the list of Top 25 Collision Areas on a regular basis in order to implement selective enforcement programs.

Strategy 7: Engage in high visibility saturation patrols (speed reduction) in high collision areas when indicated by traffic analysis.

Strategy 8: Arrest and vigorously prosecute all violations of the law. Work closely with the District Attorney's office and any other organization that might offer help. Field supervisors and court liaison officers will manage this effort.

Strategy 9: Create a formalized, standardized Roll Call in which officers receive the same type of information in the same format on every shift, in every zone, every day. Information covered in the roll call would include, but not be limited to: Hot Sheets, BOLOs, and other important information from throughout the city. Field supervisors will implement with support from Crime Analysis.

Strategy 10: Complete requests from within the department and from the public in a timely and effective manner.

Strategy 11: Through crime data, surveys, and/or patrol officer requests, aggressively address Quality of Life issues.

Strategy 12: Enhance the effectiveness of the Priority Code System. Change to accommodate call trends and/crime trends.

Strategy 13: Street Crime Units shall aggressively address all street level, drug, vice and any other crimes that affect quality of life issues within their assigned sector. They will work in concert with the Special Investigations Division on long term investigations.

Strategy 14: Using "Park and Walk" more often and effectively. This can create positive partnerships within the beat area. Officers will be tasked to use part of their non-assigned time in this effort.

Strategy 15: Use Power Shifts and Flextime in order to maintain optimal levels of staffing throughout the city. To be managed by supervision.

Strategy 16: Aggressively follow-up on all leads provided by patrol officers to develop additional information or leads.

Strategy 17: Re-contact all victims of property crime by letter or telephone to develop additional information or leads.

Strategy 18: Increase contact between the case investigator and the victim of the crime.

Strategy 19: Provide increased investigative support to patrol officers.

Strategy 20: Expand the use of Federal Firearms Legislation to enhance sentencing for violent offenders.

Strategy 21: Ensure the timely entry of all reports for accurate data and that all reports are forwarded to the correct commanders in a timely manner.

Strategy 22: Improve customer service within the Communications Unit through training and quality control.

Strategy 23: Educate the public as to the role of the Teleserve unit paying particular attention to the efficiency of the process.

Strategy 24: Increase training of civilian employees paying particular attention to customer service, legal issues, and Community Oriented Policing strategies.

Strategy 25: Supply each sworn member with a copy of the City's Civil Code to enhance enforcement of "quality of life" issues. The Legal Advisor will excerpt from the City Code those applicable ordinances and cause them to be assembled in a document to be provided to every sworn member of the department. Costs will be minimal since the entire effort will be performed in-house. This project can be completed within four (4) months and will increase enforcement in these areas once officers have been trained in the issues.

Strategy 26: Identify the root cause of problems in order to eliminate the Fear of Crime by utilizing internal and external partnerships. Internal partnerships shall be considered all of the

city government. External partnerships shall be considered community partnerships. The patrol officers using their basic problem solving kit and available resources will lead this effort.

Strategy 27: Investigate or refer any and all workable leads. Case management officers will ensure either a patrol officer or investigator will be assigned to every workable follow-up case.

Strategy 28: Identify daily crime concerns and disseminate the data in a timely and effective manner.

Strategy 29: Identify causal factors of reoccurring violations.

Strategy 30: Assist patrol sectors in creating and sustaining Neighborhood partnerships and organizational structures to ensure quality interactions between the police and the community.

Strategy 31: Use pro-active measures to build and maintain quality relationships with business organizations.

Strategy 32: Consistently engage community members in strong, viable partnerships.

Strategy 33: Constantly educate the community on crime trends and prevention measures.

Strategy 34: Development of Public Safety Sessions, which would focus on homes, businesses and personal safety.

Strategy 35: Educate the community on techniques used by the police department.

Strategy 36: Increase circulation of victims' rights pamphlet (English and Spanish versions) and make presentations to community groups. Victim assistance personnel will be responsible.

Strategy 37: Re-contact random sampling of victims. Community Services Division /Victim Assistance personnel will be responsible. Volunteers and college interns can be utilized.

Strategy 38: Use the CPD web page as THE information source. Expand the page drastically to include custom crime stats, crime prevention, documentation of initiatives, news releases, etc. We will then use all available resources to direct people to the web site.

Strategy 39: Identify traffic engineering problems and liaison with the City Traffic Engineer.

Strategy 40: Forward information concerning details of special events to the PIO for immediate distribution to the community.

Strategy 41: Increase officer training in areas of Community Oriented Policing, Civil Enforcement, Crime Analysis, and Crime Prevention through Environmental Design.

Strategy 42: Greater utilization of Citizens Police Academy Alumni Association as community liaisons for the Department.

- Coordinate the development of “Citizens on Patrol.”
- Speakers at neighborhood, community and school events.
- Coordinate the development of “Cell Phone Hispanic Translations.”
- Serve as community contacts for information dissemination to CPD.
- Coordinate the development of a “Parents Patrol.”

Priority Level 2

Strategy 1: Participate in crime analysis training to provide tools to the Traffic Division to do traffic analysis.

Strategy 2: Organize and bring to bear the resources of those municipal and county agencies that have a direct responsibility for removing nuisances and civil law code violations that will improve quality of life issues.

Strategy 3: Provide members with new ordinances to enhance enforcement efforts of the following:

- Curfew (night and school hours) ordinance.
- Noise ordinance or strengthen current one.
- Civil Enforcements with confiscation powers.
- Open Container ordinance.

Strategy 4: Implement technologies to enhance patrol and investigative response to needs for service.

Strategy 5: Provide crime analysis training to a cross section of recipients and producers of analysis data in the department improving the crime analysis function and the use of the information kit.

Strategy 6: Streamline jail booking procedures.

Strategy 7: Reform current court scheduling system.

Strategy 8: To conduct random survey of citizens. This will be done at least triennially. Victim Assistance personnel will be responsible for the survey. May be part of survey conducted by other unit of Department.

Strategy 9: To assign interns to projects that utilizes their skills to further department goals while contributing to the students’ educational objectives. The Administrative Operations Division will be responsible for assignments.

Strategy 10: Development of specialized programs for senior citizens/elderly.

- Safety For Seniors Program.
- Senior Grandparents' Workshop & Luncheon.

Strategy 11: Development of specialized programs for the Hispanic Community.

- Educational forums which will address crime related issues; reporting of crime and emergency situations; banking services; City services and hearing concerns.
- Monthly radio show and printed media to have "Monthly Crime Prevention Tips."
- Education of landlords, whose tenants are Hispanic, regarding promotion of safer living environments through building safety issues and regulations.
- Use of bilingual billboards on buses regarding crime safety information.

Strategy 12: Recruitment of qualified candidates. Recruitment personnel will be responsible for process. This is a long-term objective to be met within three years.

Strategy 13: Supply each sworn member of the department with a "portable law library." If the officers have the law they will enforce it. The result will be increased arrests and officers who are better prepared. The resource is available in the form of paperback editions of the Tennessee Criminal Code and Tennessee Motor Vehicle Code with CD for use on desktop computers and mobile laptops. The law changes constantly and this effort will require the replacing of the editions on an annual basis. Cost to the city will be approximately \$25,000 per year. This can be initiated immediately and completed within sixty (60) days.

**A RENEWED FOCUS ON
CRIME PREVENTION**

**Prepared by
The Chattanooga Police Department**

MISSION STATEMENT

The mission of the Chattanooga Police Department is to enhance the quality of life in the City of Chattanooga by working cooperatively with the public and within the framework of the Constitutions of the United States and the State of Tennessee to enforce the laws, preserve the peace, maintain order, reduce crime and fear and provide for a safe environment.

DEPARTMENT GOAL

The goal of the Chattanooga Police Department is to reduce the fear of crime as felt by the citizens of the City of Chattanooga.

OVERVIEW OF THE PROBLEM SOLVING PROCESS

To consistently deliver high quality services, an organization must be capable of identifying and effectively solving service delivery problems. More importantly, an organization that seeks excellence must establish a process, which will, in Dr. W. Edward Deming's words, "improve constantly and forever the system for delivering services."

To achieve excellence in service delivery, every phase of the problem solving process must be completed. A problem must be accurately described and understood before an effective solution can be developed and implemented. If any one phase is skipped, the process will break down and diminish the quality of information being applied to the problem solving. Without high quality information, action plans designed to solve problems will suffer, and excellence in service delivery will not be reached.

Lessons learned from agencies employing Problem Oriented Policing include the very strong tendency of field officers to jump from the Problem Identification Phase (I) to the Implementation Phase (IV) without benefit of adequate problem analysis, strategy development, and implementation planning. That this tendency does not apply only to police personnel, it appears to be a human tendency to seek solutions even before a problem is understood. To obtain high quality solutions it is desirable, therefore, to adopt an attitude of problem-mindedness to replace the attitude of solution-mindedness.

Phase I – Recognizing the Problem

The first step in the problem-solving model is problem identification. A problem is two or more incidents, similar in nature, causing harm or with the potential to cause harm. Similarities will include unique characteristics about the people, place, behavior and time of the incidents. Officers will generally determine problems through personal experience or by communication with others.

Phase II – Analyzing the Problem

Officers learn more about the problem, such as the players, incidents, and actions. The focus is toward better understanding about which conditions are driving this particular problem. A

few basic questions should be asked: What do I want to know about this problem; and, Who could provide an answer. The most important questions are probably: Why is this occurring?

It takes three factors for crime to occur: A suspect, a victim and opportunity (or location). To assist officers in analyzing problems, their questions should focus around those factors.

Phase III – Developing Strategies

Based on a thorough analysis, officers choose a goal or goals and put together possible strategies. These strategies are custom made for a particular problem and should focus on victim, suspect, and opportunity. These strategies can be designed to:

1. Eliminate the problem
2. Remove the problem from police consideration
3. Reduce the problem
4. Deal with the problem better
5. Reduce the harm created

Phase IV – Implement a Strategy

The series of potential strategies are evaluated to determine their possible effectiveness, practically (such as staffing or new laws), and the potential for community support and availability of resources. With a strategy selected, an implementation plan is devised that identifies tasks and who will perform those tasks.

Phase V – Assessing Results

During the implementation of a strategy, information needs to be collected on the actual time and resources used (Inputs), the activity performed (Processes), and the changes (Outcomes) that result from the strategy. Some questions to ask are: Was the goal achieved, and if so why – if not, why. The problem should also be examined to find out if it should be monitored.

STRATEGY OVERVIEW

In an effort to provide safer and more stable neighborhoods within the city, the Chattanooga Police Department has undertaken to establish an overall strategy to effectively address community problems at every level and the fear those problems engender in our citizens.

As a part of the strategy, we have examined the current state of the department and our ability to deliver police service where and when it is needed and in the appropriate measure. This self-analysis has provided a beneficial view of the character of our organization, our culture and our strengths and weaknesses. As a result of this needs assessment we have established An overall goal for the organization's elements with both short and long-term objectives. Further, we have set priorities for the objectives. Priority 1 initiatives can be achieved within six months or less; priority 2 initiatives will take more than six months. Wherever possible, we have sought to

identify those objectives, which were quantifiable or measurable in an effort to judge our level of success.

The delivery of police service is dependent on providing the person directly servicing the community, the patrol officer, all the tools and support necessary to address the needs of the citizens. To that end we have developed from the Southeastern Community Oriented Policing problem solving model a basic **problem solving tool kit** for our officers. This strategy is "portable" and will be applicable to a wide variety of problems in any area of the City. Included in the kit are the basic concepts of problem identification and assessment and a range of resources to help "fix" problems. The kit is included as an appendix to this proposal.

All department elements that have a direct impact on the ability of the patrol officer to impact problems have developed individualized strategies to support the effort. The strategy, while providing a certain amount of structure, remains fluid and flexible in an effort to meet the changing needs of the community.

INITIAL PHASE

Objective: To reduce the fear of crime through law enforcement response to crime and social decay and by enhancing community partnerships.

Priority Level: Priority 1

Strategy 1: Identify the root cause of problems in order to eliminate the Fear of Crime by utilizing internal and external partnerships. Internal partnerships shall be considered all of the city government. External partnerships shall be considered community partnerships. The patrol officers using their basic problem solving kit and available resources will lead this effort.

Strategy 2: Use directed patrols for chronic problems and concerns. This also increases visibility. Directed patrols are an intense style patrolling, focusing on creating a formidable police presence in order to remove undesirables from an area. Directed patrols will be approved by zone commanders.

Strategy 3: Using “Park and Walk” more often and effectively. This can create positive partnerships within the beat area. Officers will be tasked to use part of their non-assigned time in this effort.

Strategy 4: Use Power Shifts and Flextime in order to maintain optimal levels of staffing throughout the city. To be managed by supervision.

Strategy 5: Investigate or refer any and all workable leads. Case management officers will ensure either a patrol officer or investigator will be assigned to every workable follow-up case.

Strategy 6: Arrest and vigorously prosecute all violations of the law. Work closely with the District Attorney’s office and any other organization that might offer help. Field supervisors and court liaison officers will manage this effort.

Strategy 7: Identify and reduce social decay by utilizing internal and external resources. Problem notifications can be an extremely useful tool in order to achieve this goal. Again, this will be managed by field supervisors.

Strategy 8: Create a formalized, standardized Roll Call in which officers receive the same type of information in the same format on every shift, in every zone, every day. Information covered in the roll call would include, but not be limited to: Hot Sheets, BOLOs, and other important information from throughout the city. Field supervisors will implement with support from Crime Analysis.

These strategies are all on-going initiatives with minimal costs. If implemented properly and maintained there should be a correlation established between these efforts and the reduction of crime.

Output Measures: The Mayor's Annual Survey and the department's Citizen's Survey will measure residents' confidence in the department.

Action Plan: The cited initiatives are either underway or in final planning stages ready for implementation. The Deputy Chief of Uniformed Services will refine and implement the remaining programs.

ANALYSIS PHASE

Priority Level: Priority 1 with the exception of Strategy 7 which will require nine months to complete making it a Priority 2.

Strategy 1: Identify daily crime concerns and disseminate the data in a timely and effective manner.

Strategy 2: Identify causal factors of reoccurring violations.

Strategy 3: Provide access to information concerning citations and accidents for use by patrol and traffic divisions.

Strategy 4: Provide current information on probationers and parolees citywide.

Strategy 5: Maintain historical data concerning crime, crime trends, and other pertinent information.

Strategy 6: Complete requests from within the department and from the public in a timely and effective manner.

Strategy 7: Provide crime analysis training to a cross section of recipients and producers of analysis data in the department improving the crime analysis function and the use of the information kit.

The crime analysis function is the responsibility of the department's Crime Analysis Unit and is an ongoing initiative. Costs are negligible with the exception of training which will be \$11,000.00 for twenty-four (24) participants. This training is scheduled for April 28-May 3, 2002 and will be conducted on site. By providing timely and accurate analysis to the community, the public will have a true picture of crime and crime trends in the City.

Output Measures: Timely and accurate crime analysis will provide its own measure of the success of the program. Reports will include, but not be limited to crime pattern, trend and series identification, monthly crime briefs, hot sheets, annual reports.

Action Plan: Crime analysis is a currently on-going function of the department, which requires up-to-date data entry by the Records Unit. Data entry shall be maintained and the training aspect shall enhance the analysis function.

PREVENTION PHASE

Priority Level: Priority 1 with the exception of Strategy 8, which is a Priority 2.

Strategy 1: Through crime data, surveys, and/or patrol officer requests, aggressively address Quality of Life issues.

Strategy 2: Assist patrol sectors in creating and sustaining Neighborhood partnerships and organizational structures to ensure quality interactions between the police and the community.

Strategy 3: Use pro-active measures to build and maintain quality relationships with business organizations.

Strategy 4: Consistently engage community members in strong, viable partnerships.

Strategy 5: Constantly educate the community on crime trends and prevention measures.

Strategy 6: Development of Public Safety Sessions, which would focus on homes, businesses and personal safety.

Strategy 7: Educate the community on techniques used by the police department.

Crime prevention is another on-going initiative, which is the responsibility of the commander of the Community Services Division. Costs for these efforts are minimal. The success of this program can be gauged from the increase in citizen contacts, new neighborhood groups created and the input from meeting with existing groups.

Output Measures: Monthly reports of citizen contacts, groups met with and new groups created. Feedback from citizens concerning problem resolution.

Action Plan: An evaluation of the current workload will indicate the number of personnel required to enhance effectiveness. Following the assignment of additional personnel, periodic reviews of the activity reports will indicate future changes in this program.

Strategy 8: Organize and bring to bear the resources of those municipal and county agencies that have a direct responsibility for removing nuisances and civil law code violations that will improve quality of life issues.

Civil enforcement is the responsibility of a single sergeant at the present time. In order to make this unit more effective, additional personnel should be assigned so they may more

intensely concentrate on the problems in the three sectors. This is another on-going effort and the costs would be negligible since newly assigned personnel will be currently employed sworn members. Wherever quality of life issues are identified and effectively addressed by this unit's effort, the results of that intervention will provide performance indicators.

Output Measures: Monthly reports of this unit reflecting effective interventions will indicate the success of the program.

Action Plan: An evaluation of the current workload will indicate the number of personnel required to enhance effectiveness. Following the assignment of additional personnel, periodic reviews of the activity reports will indicate future changes in this program.

VICTIM/WITNESS SUPPORT PHASE

Objective: To monitor the fear of crime of citizens and the level of satisfaction with police response among crime victims in order to provide needed services.

Priority Level: Priority 1 for all strategies except strategy 4, which is a Priority 2.

Strategy 1: Increase circulation of victims' rights pamphlet (English and Spanish versions) and make presentations to community groups. Victim assistance personnel will be responsible.

Output Measures: Difficult to measure.

Action Plan: Distribute regularly updated pamphlet to church and community groups. Make available public areas of Department facilities, and encourage distribution by patrol officers and other employees with public contact. Make presentations to community groups advising on services and requesting input.

Strategy 2: Re-contact random sampling of victims. Community Services Division /Victim Assistance personnel will be responsible. Volunteers and college interns can be utilized.

Output Measures: Responses will indicate levels of satisfaction and problem areas. The effect of the re-contact effort will be shown in the triennial surveys.

Action Plan: Random sampling of victims contacted for responses to standard questionnaire. Sampling to include victims of both felonies and misdemeanors. To be done monthly. Results sent to appropriate commands. Victims informed of available services and other components of the plan such as neighborhood watch groups, crime prevention surveys and Project Oasis.

Strategy 3: Re-contact victims. Community Services Division/Victim Assistance personnel will be responsible. Volunteers can be utilized.

Output Measures: Effectiveness will be measured by triennial surveys of victims. Other indicators include victim responses and participation in programs or services to which they are referred.

Action Plan: Victims re-contacted and advised of available services and other programs in plan such as Project Oasis, neighborhood watch groups and crime surveys. Victims also asked for input on satisfaction with police response and needed services. The project will start with victims of one offense – property damage. Other offenses or categories (age, etc.) will be added as resources permit.

Strategy 4: To conduct random survey of citizens. This will be done at least triennially.

Action Plan: To coordinate with Office of Community Outreach for initial survey. Survey findings will be used to update goals and objectives.

Long-term objective: encourage the development of community based victim support groups and other victim services. Offer training and technical advise to organizations and faith based institutions in starting and maintaining programs.

Priority Level: Priority 2

Output Measures: Responses from victims receiving assistance from community support groups can be compared to those not receiving these services in triennial (or other) victim surveys.

BASIC FOLLOW-UP PHASE

Priority Level: Priority 1

Strategy 1: Aggressively follow-up on all leads provided by patrol officers and/or neighborhood groups.

Strategy 2: Re-contact all victims of property crime by letter or telephone to develop additional information or leads.

Strategy 3: Street Crime Units shall aggressively address all street level, drug, vice and any other crimes that affect quality of life issues within their assigned sector. They will work in concert with the Special Investigations Division on long term investigations.

These efforts are on-going and are the responsibility of the sector investigations supervisors and costs are minimal. Citizen satisfaction should be improved with a more aggressive approach to re-contacting victims and follow-up of leads on cases. That satisfaction may be assessed through our survey function.

Output Measures: Appropriate victimology questions on our surveys will elicit the information we seek concerning our effectiveness.

Action Plan: We have currently undertake to address these issues through the sector commanders to ensure supervisors at the street level understand and implement this increased attention to follow-up, re-contact with victims and enhanced enforcement efforts for drug and vice problems.

LEGAL INITIATIVE PHASE

Objective: Provide the legal resources to officer to carry out their duties and address community problems.

Priority Level: Priority 1 with the exception of Strategy 1 - 3, which are Priority 2.

Strategy 1: Provide members with new ordinances to enhance enforcement efforts of the following:

- Curfew (night and school hours) ordinance.
- Noise ordinance or strengthen current one.
- Civil Enforcements with confiscation powers.
- Open Container ordinance.

Strategy 2: Reform current court scheduling system.

Strategy 3: Streamline jail booking procedures.

These legal initiatives will be researched by the Legal Advisor and directed to the City Council for their review and approval. New legislation could take more time to research and develop and this effort may take up to one (1) year or more. Costs will be minimal if any. These types of ordinances have had a direct impact on "quality of life" issues wherever they have been established and will improve the ability of police officers to deal effectively with citizen's problems thereby enhancing the citizen's confidence in the police.

Output Measures: Adoption of the new ordinances by Council and numbers of enforcement actions taken after their implementation.

Action Plan: The Legal Advisor will begin researching the law in other Tennessee municipalities and similar size cities in contiguous states and draft proposed ordinances for review by the City Attorney and eventual adoption by the City Council.

Strategy 2: Supply each sworn member with a copy of the City's Civil Code to enhance enforcement of "quality of life" issues. The Legal Advisor will excerpt from the City Code those applicable ordinances and cause them to be assembled in a document to be provided to every sworn member of the department. Costs will be minimal since the entire effort will be

performed in-house. This project can be completed within four (4) months and will increase enforcement in these areas once officers have been trained in the issues.

Output Measures: Increased citations for "quality of life" issue violations. Increased revenue in the form of fines.

Action Plan: The Legal Advisor will begin reviewing the City Code and excerpting the salient ordinances for inclusion in the Civil Code Manual.

Strategy 3: Supply each sworn member of the department with a "portable law library." If the officers have the law they will enforce it. The result will be increased arrests and officers who are better prepared. The resource is available in the form of paperback editions of the Tennessee Criminal Code and Tennessee Motor Vehicle Code with CD for use on desktop computers and mobile laptops. The law changes constantly and this effort will require the replacing of the editions on an annual basis. Cost to the city will be approximately \$25,000 per year. This can be initiated immediately and completed within sixty (60) days.

Output Measures: Increased arrests with higher conviction rates. Increased revenue in the form of fines.

Action Plan: Telephonic order to Michie Company for appropriate number of units with automatic reorder upon availability of new editions.

PUBLIC INFORMATION PHASE

Objective: Increase the amount of accurate information available to citizens about the actual threat to their safety and decrease the number of rumors and half-truths circulating.

Priority Level: Priority 1

Strategy: Use the CPD web page as THE information source. Expand the page drastically to include custom crime stats, crime prevention, documentation of initiatives, news releases, etc. We will then use all available resources to direct people to the web site.

Output Measures: Web traffic is one measurable indicator of success. Information Services already collects that data. We can also include interactive components in the web page to further gauge perceptions, misconceptions, what citizens consider "top priority" and other focus group research. This actually generates information, and it is very marketable that we are asking. When the web address is our main message, it is simple and efficient to publicize.

Action Plans: PIO will handle the web upgrades; outsourcing any components we are unable to do, as necessary. Determine periodically which components of the overall plan most need immediate attention. Address those areas, gather information, prepare and package information for the web page. Publicize in house and to the community that the information is on the web site. The web site address should be included in and on all correspondence from all sections of the organization.

TRAFFIC PHASE

Priority Level: Priority 1 with the exception of Strategy 4, which is Priority 2.

Strategy 1: Review the list of Top 25 Collision Areas on a regular basis in order to implement selective enforcement programs.

Strategy 2: Identify traffic engineering problems and liaison with the City Traffic Engineer.

Strategy 3: Engage in high visibility saturation patrols (speed reduction) in high collision areas when indicated by traffic analysis.

Strategy 4: Participate in crime analysis training to provide tools to the Traffic Division to do traffic analysis.

The responsibility for this on-going program rests with the Traffic Unit commander. Costs for one member of the unit to attend crime analysis training will be \$525 and will provide the analysis techniques necessary to do traffic analysis. All other parts of the strategy have minimal costs, primarily limited to overtime. Speed reduction efforts will be grant funded. Effectiveness of the strategies will be reflected in reductions in collisions.

Action Plan: Select a member of the unit for analysis training and continue with the current initiatives as stated. Success will be gauged by review of the unit's monthly reports.

SPECIAL OPERATIONS PHASE

Priority Level: Priority 1

Strategy: Forward information concerning details of special events to the PIO for immediate distribution to the community.

Frequently information concerning special events and special operations is not readily available to the general public. In an effort to keep the citizens informed of our activities and ensure their confidence and continued support it is imperative that we present information concerning special operations in an open and timely manner. Responsibility for this rests with the commander of Special Operations and the PIO. This is an on-going process and costs are judged to be minimal. This process does not readily lend itself to measurement except by questions in our periodic surveys concerning the public's confidence in our special operations personnel.

Output Measures: While we can count press releases it would be difficult to judge their effectiveness because the media do not respond to information we provide in a consistent manner.

Action Plan: Currently there exists an excellent working relationship between the PIO and Special Operations, which will be maintained.

ADVANCED FOLLOW-UP PHASE

Priority Level: Priority 1

Strategy 1: Increase contact between the case investigator and the victim of the crime.

Strategy 2: Provide increased investigative support to patrol officers.

Strategy 3: Reform current court scheduling system.

Strategy 4: Expand the use of Federal Firearms Legislation to enhance sentencing for violent offenders.

The Captain over the Major Investigations Division is responsible for the implementation of the above strategies. These strategies are on-going initiatives with minimal costs to the department. If correctly implemented the department should see an increase in officer/investigator interaction within the community, higher conviction rates with lengthier sentences, and an increase in citizen confidence in the department and therefore a reduction in the fear of crime.

Output Measures: The Mayor's Annual Survey and the department's Citizen's Survey will measure residents' confidence in the department.

Action Plan: The cited initiatives are either underway or in planning.

ENHANCED COMMUNICATION PHASE

Objective: To provide support to the Uniform Services Command by enhancing investigative functions and increasing the efficiency of support functions.

Priority Level: Priority 1

Strategy 1: Enhance the effectiveness of the Priority Code System. Change to accommodate call trends and/crime trends.

Strategy 2: Improve customer service within the Communications Unit through training and quality control.

Strategy 3: Educate the public as to the role of the Teleserve unit paying particular attention to the efficiency of the process.

Strategy 4: Ensure the timely entry of all reports for accurate data and that all reports are forwarded to the correct commanders in a timely manner.

The Captain over the Operations Support Services Division is responsible for the implementation of the above strategies. These strategies are on-going initiatives with minimal costs to the department. If correctly implemented the department should see an increase in department efficiency, increase in officer response and visibility within the community and an increase in citizen confidence in the department and therefore a reduction in the fear of crime.

Output Measures: The Mayor's Annual Survey and the department's Citizen's Survey will measure residents' confidence in the department.

Action Plan: The cited initiatives are either underway or in final planning stages ready for implementation.

TRAINING PHASE

Priority Level: Priority 1

Strategy 1: Increase officer training in areas of Community Oriented Policing, Civil Enforcement, Crime Analysis, and Crime Prevention through Environmental Design.

Strategy 2: Increase training of civilian employees paying particular attention to customer service, legal issues, and Community Oriented Policing strategies.

The Captain over the Training Division is responsible for the implementation of the above strategies. Costs for training may increase and are dependant upon costs of outside training. Most of the training requested may be handled in-house therefore minimizing cost to the department. If correctly implemented the department should see an increase in the knowledge the officer takes out to his/her patrol area increasing his/her ability to respond to the needs of the community, an increase in the knowledge of civilian employees in handling incoming calls for service. Through these the department should see an increase in citizen confidence in the department and therefore a reduction in the fear of crime.

Output Measures: The Mayor's Annual Survey, the department's Citizen's Survey, and a decrease in the number of complaints will measure residents' confidence in the department.

Action Plan: The cited initiatives are either underway or in final planning stages ready for implementation.

STAFFING PHASE

Objective: To increase police officer minority representation to reflect the composition of the city. This will include officers fluent in language of non-English speaking neighborhoods.

Priority Level: Priority 2

Strategy: Recruitment of qualified candidates. Recruitment personnel will be responsible for process. This is a long-term objective to be met within three years.

Output Measures: A police force that reflects the composition of the city according to the 2000 census.

Action Plan: Recruitment through media advertisement, establishing and maintaining liaison with colleges and military bases, career fairs and presentations to school, church, civic and community groups.

Short term objective: To encourage community participation in recruitment by developing and strengthening partnerships with local colleges, presentations and/or establishing liaison with churches, schools, civic and neighborhood groups.

Priority Level: Priority 1

Output Measures: Meeting recruitment goals and number of community referrals.

Objective: To utilize the skills of college interns in the fear reduction .

Priority Level: Difficult to establish priority due to the availability of interns.

Strategy: To assign interns to projects that utilizes their skills to further department goals while contributing to the students' educational objectives. The Administrative Operations Division will be responsible for assignments.

Action Plan: To be determined as projects are initiated and interns are available.

COMMUNITY OUTREACH PHASE

Objective: Reduce fear by providing citizens with accurate and true information on victimization risks, crime rates, crime in their neighborhoods and proper ways of protection through personal contacts and formal presentations.

Priority Level: Priority 1 for Strategy 1 and Priority 2 for all others.

Strategy 1: Greater utilization of Citizens Police Academy Alumni Association as community liaisons for the Department.

- Coordinate the development of "Citizens on Patrol."
- Speakers at neighborhood, community and school events.
- Coordinate the development of "Cell Phone Hispanic Translations."
- Serve as community contacts for information dissemination to CPD.
- Coordinate the development of a "Parents Patrol."

Strategy 2: Development of specialized programs for senior citizens/elderly.

- Safety For Seniors Program.
- Senior Grandparents' Workshop & Luncheon.

Strategy 3: Development of specialized programs for the Hispanic Community.

- Educational forums which will address crime related issues; reporting of crime and emergency situations; banking services; City services and hearing concerns.
- Monthly radio show and printed media to have "Monthly Crime Prevention Tips."
- Education of landlords, whose tenants are Hispanic, regarding promotion of safer living environments through building safety issues and regulations.
- Use of bilingual billboards on buses regarding crime safety information.

Responsibility for these initiatives rests with the director of Community Outreach and are on-going or new projects. Costs are not available at this time but many projects are achievable with minimal funding. Most could be completed within a year and their effectiveness gauged through the use of specialized surveys.

Output Measures: Effectiveness of these initiatives may readily be judged based upon the level of participation by those citizens involved.

Action Plan: Implementation may begin with the immediate organization of the Citizens' Academy Alumni into a Speakers Bureau to be provided information, brochures, pamphlets and canned presentations for presentation in the various venues anticipated in Strategy 1. The other strategies will require a more prolonged development phase with the exception of Strategy 4, the Community Website, which could be made operational within a month.

TECHNOLOGY PHASE

Objective: Implement technologies to enhance patrol and investigative response to needs for service. Technology Coordinator will be responsible.

Priority Level: Priority 2

Output Measures: Effectiveness of this initiative may readily be judged based upon the level of technology available to assist officers/investigators in the investigation of crimes.

Action Plan: To be determined as projects are initiated and finances are available.

Appendix 1: Problem Solving Kit

EXPLANATION OF THE PROBLEM SOLVING KIT

The department has adopted a Problem Solving Kit that can be used by one officer or a group of officers as a set of work sheets that follow the five steps in the problem solving process to be used by the department. As community participation in problem solving expands, neighborhood residents and community agency representatives would also make use of the Problem Solving Kit. The Kit draws heavily on the Crime/Disorder Triangle to help identify strategies that can be used to address problems. The remainder of this presentation will address each of the five steps in the problem solving process listed below:

Recognizing Problems

To recognize a problem, information is needed that helps to more clearly define it. That information should come from a wide range of sources both inside and outside the department.

Analyzing Problems

The analysis process is designed to develop conclusions about each of the legs of the Crime/Disorder Triangle, which can then be used to develop potential strategies.

Developing Strategies

During this phase, results to be obtained are stated in clear terms. Typically a strategy is developed that addresses each of the individual legs of the Crime/Disorder Triangle. Those strategies should involve neighborhood residents and community agencies when appropriate.

Selecting and Implementing Strategies

Then a series of potential strategies are evaluated to determine their:

1. Possible effectiveness
2. Practicality
3. Potential for community support
4. Availability of resources

With a strategy selected, an Implementation Plan is devised that identifies the tasks that need to be performed to implement the strategy, the persons responsible for completing those tasks and time frames within which those tasks will be completed.

Assessing Results

During the implementation of a strategy, information needs to be collected on the actual time and resources used (Inputs), the activity performed (Processes), and the changes (Outcomes) that resulted from the strategy.

RECOGNIZING PROBLEMS

Problems can be identified by beat officers or come to the department through citizens requests for special attention to a particular situation, Examples would include:

1. Increase in reported crime in an area
2. Consistent disturbance problems at a location
3. Drug sales and problems at a location
4. Disorderly juveniles and gang activity
5. Child neglect, homeless youth and other youth related problems
6. Reckless driving on residential streets

The first page of the Problem Solving Kit is designed to help officers develop a clear problem statement as well as to identify information that will be needed to analyze the problem. The guide sheets provided with the Problem Solving Kit provide officers with a checklist of potential sources of information.

To supplement these formal sources of information, officers can:

1. Conduct a canvass of the area impacted to collect more information from people who have first hand knowledge of the problem and are directly impacted by it.
2. Form a Neighborhood Round Table group made up of citizens identified who are willing to work on the problem until it is resolved.

Finally, high quality information is critical to the remaining phases of the problem solving process. Information collected should be verified (cross-checked) as thoroughly as possible to assure that it is accurate.

ANALYZING PROBLEMS

The problem analysis phase will make use of the Crime/Disorder Triangle and should result in the development of a set of briefs of the problem as defined in terms of each of the three legs of the triangle.

Legs of the Crime/Disorder Triangle

Nearly all crime and disorder problems are believed to emerge when three essential components are present in sufficient degrees. This extended model assumes that all three components of the triangle must be present for a crime or disorder to occur. In turn, the removal of any one of the three components means that the action should not occur.

The Presence of a Likely Offender

This means that there is at least one person who is both willing and able to engage in activities associated with a given target that is causing the problem. Such activities may include actually removing, obtaining, disturbing, harming, endangering, annoying, or causing these acts to happen to another person or object.

This definition is met in all predatory crimes and most so-called victimless crimes. It also applies to many other offences to the public order such as disturbances, encroachments, traffic infractions, or endangering others.

The Proximity of a Suitable Target

The Crime/Disorder Triangle requires that there be some object or person that a likely offender views as vulnerable. In attempting to satisfy his intentions, laws or rules for the general health and welfare of the community may be broken by the offending party.

Characteristics associated with the target are important to understand because problems can usually be reduced if targets become less vulnerable and, therefore, less suitable in the eyes of a likely offender.

The Opportunity for the Problem to Occur

If a willing offender comes into proximity with a target deemed suitable, he will most likely attempt the offence if no one is present to stop him. This component of the crime/disorder problem triangle presents the likely offender with an opportunity to pursue the target successfully when there is nobody watching the store.

The importance of understanding this component of the problem at hand is that often opportunity is the only aspect of the triangle that can be easily eliminated because often there are either too many targets or too many offenders to deal with for the amount of resources available.

Analysis Methods

After determining each of the three components of the Crime/Disorder Problem Triangle, the next step would be to determine what kind of pattern, if any, exists based on the commonality of relevant factors.

Pattern analysis is important because defining a pattern could not only help to define the current problem, but could estimate the future direction the problem might take.

Pattern Analysis

This step in the analysis phase provides a description of elements common to the crime/disorder problem. In the simplest pattern, only one distinguishable feature, such as street robbery or graffiti, is found to be common among all the events that comprise the problem is the type of event.

Listing common features is important not only because it tells us a lot about the content of the problem being analyzed, but it also tells us which events are likely to be part of the pattern and which ones are not. It is also possible that the problem as identified thus far consists of more than one pattern – perhaps even different types of patterns.

Briefing

The purpose of preparing briefs is to have a detailed, but focused description of significant aspects of the pattern(s) identified in the previous step. Additionally, briefs categorize and summarize valuable information so it can be more easily shared and understood by the members of the department.

Questions that might be asked to develop these briefs are contained on the second page of the guide sheet included with the Problem Solving Kit.

The three major briefs that should be considered happen to coincide with the three components of the Crime/Disorder Triangle and are described below.

Target Brief – persons, objects or premises as targets should be listed and described to prepare a brief of the typical target. One of the chief benefits of this product, if the brief is narrow enough, is that the pool of potential targets will be easier to identify and locate. In such instances, the targets may be made less vulnerable, or the level of guardianship may be enhanced. At the very least, a target brief will tell the planning team what it is they are not dealing with.

Offender Brief – This is similar to the target brief inasmuch as a narrow brief is desired. This is probably more useful when the pattern is a series involving one, or two, individuals. In this case, a composite drawing for each offender is constructed for each case in the series. However, when the pattern suggests that several individuals with some common attributes (such as gang or other group of similar offenders) are responsible for

the problem, a statistical brief can be produced that yields a description of offenders within a reasonable group, such as 80% are 14-17 years old.

Area Brief – All available information about the geography in which the pattern is occurring is included in a map with important features and events annotated. Information about the areas typical level of guardianship should be included. If relevant to the problem, topographic, structural, demographic, economic, or other descriptions could be prepared. There obviously, it would make little sense to construct a brief on an extremely large and diverse area. If the problem is that widespread, several smaller briefs might be constructed.

Documenting the Analysis

The bottom half of the page of the Problem Solving Kit provides a place for an officer to briefly summarize the results of the analysis process.

Other documents such as a pattern analysis or briefs should be included in a file that would contain the Problem Solving Kit and related information collected to complete it.

IMPLEMENTING A STRATEGY

Once a strategy has been selected, then a plan needs to be put together that will assure that a strategy will be implemented.

Other city departments, neighborhood groups, officers from other shifts as well as the officers on the shift initiating the plan could be included here. Input from participants in the strategy should be obtained to help build a plan that will work. These contacts should be made before tasks are developed for the plan.

The following steps should be taken to complete an implementation plan using the form contained on the third page of the Problem Solving Kit.

1. Restate the strategy that has been selected at the top of the form.
2. A list of tasks should be identified that will need to be completed if the strategy is to be given a chance to work.
3. Determine who needs to complete each task from inside the department and in the community.
4. Identify resources needed could include patrol time, training, printed materials, and services from the city departments like Public Works or Neighborhood Services.
5. Set dates for when a task will start and be completed should be included in the last two columns of the form.

It should be noted that a plan is just a **GUIDE**. A good plan is changed to meet changing conditions. The date line in the upper right hand corner of the form is designed to allow a plan to be updated.

Be sure to give the original plan enough time to work. Making too many changes too soon could reduce the impact of the overall initiative.

MONITORING AND ASSESSING THE SUCCESS OF THE INITIATIVE

The assessment form that takes up the final page of the Problem Solving Kit should be completed during the course of the project.

The assessment process is broken down into three parts and each part has a section on this form.

Inputs

Project assessment begins with the process of listing what was expended for this project. Staff time, printed materials, and other resources should be listed here as inputs.

Processes

This section of the assessment form should list what was purchased for the project.

Listed here would be Directed Patrol, Field Interviews, community meetings, and other work that was performed to complete the project.

Outcomes

Here the results of the project should be listed. Such results could include reductions in specific types of calls for service or reported crimes, incarceration of career offenders, or improvements in citizen satisfaction. This section of the form lists the value of what resulted from the use of resources in the project.

Factors Impacting the Assessment

As is the case in many projects, changes may take place that will have an impact on a project. Major changes in a neighborhood or unexpected bad weather are examples of factors that are OUTSIDE THE CONTROL of the police. These factors, if present, should be listed at the bottom in the form.

Conclusion

Taken together, these four elements of the assessment process will provide information on the success of a project as well as point to changes that could be made to make another strategy more effective in the future.

ROLES AND RESPONSIBILITIES FOR PROBLEM SOLVING

THE COMMUNITY

Type of Neighborhood Groups

There are a variety of community groups with which officers will come in contact during the course of their duties. Each of those groups has different purposes, strengths and weaknesses.

Neighborhood Watch

1. Generally organized by an active citizen from a small neighborhood or street.
2. Designed to organize citizens for Eyes and Ears: crime prevention and mutual exchange of information.
3. Structured and on going: concerned with localized small issues.

Advisory Groups

1. Community leaders from specific groups or interests.
2. Persons who give input to command level personnel on a variety of issues large and small, such as department direction and policies.

City Council / Special Community Groups

1. Political organizations made up of citizens from geographical areas; self led and highly structured; strong political ties.
2. Concerned with a broad base of community issues, such as community planning, crime trends, etc.

Business Associations

1. Business people from geographical areas concerned with perception of crime, order maintenance, re-development issues.
2. Give input to and makes requests of police and other city agencies. Strong political ties.

Neighborhood Round Table Groups

1. Comprised of stakeholders concerning a serious crime related problem that directly affects them.
2. Narrowly focused on a single problem or related group of specific issues.
3. Organized by variety of people such as civic organizations, churches, individual citizens or police officers.
4. These groups have a short lifetime and disband when the problem has been addressed.

Forming Neighborhood Round Tables

While information should be sought from the community about most problem solving projects, some will require the formation of a group of neighborhood residents (to include business people). A Round Table creates a partnership between the police and a group of neighborhood residents who have first hand knowledge of a problem and are directly

impacted by it. As a result, these groups are intended to bring together people who are willing to work with the police to solve a problem.

When should one be organized?

1. When there is neighborhood interest.
2. When extent of the problem demands resident involvement if success is to be achieved.

How should a Round Table be organized?

1. Through surveys/canvasses
2. Through distribution of handbills
3. Through phone calls
4. Through use of existing community groups

Who should be included in a Round Table?

1. Stakeholders with first hand knowledge of a problem and are directly impacted by it.
2. People who are willing to provide resources.

How should the meeting be structured?

1. Introductions and statement of purpose.
 - State the problem or crisis
 - Sign-up roster
2. Allow about ten minutes for general complaints.
3. Begin to focus group on problem by asking people to define the problem.
4. Prioritize the problem in terms of other neighborhood concerns.
5. Analyze (ask why) the most significant problem occurs.
6. Give people some hope.
 - Examples of successes.
 - New resource ideas.
 - Accountability.
7. Police commit to take on citizens selected small goals to address immediately.
8. Community members agree to small goal as well.
9. Set time and place of next meeting.
10. Adjourn.

Helpful Hints

1. Define the role of politicians present.
2. Encourage participation by other City agencies.
3. Inner city issues in community mobilization.
4. Choose realistic goals early and re-state them often.

PATROL

Patrol Personnel

Patrol personnel have more first hand contact with citizens than any other element of the organization. While patrol officers will be primarily responsible for problem solving, other segments of the department will play a role in problem solving.

Line Officers – Patrol officers assigned to beats will use problem solving as another element of Directed Patrol. Groups of officers assigned to a zone will be kept informed of problems being worked on in the Zone. Kits will be initiated based upon problems identified by neighborhood residents as well as officers.

Patrol Sergeants – First line patrol supervisors will serve as coaches who will be responsible for being aware of active problem solving projects and progress being made by officers. Sergeants will also be responsible for helping officers manage available proactive time that can be spent on problem solving projects.

Patrol Lieutenants – Lieutenants will assist officers in gaining access to information, support from other department units, and serve as liaison with other city department.

Sector Commanders – Commanders of Sectors will be responsible for maintaining liaison with neighborhood organizations and evaluating the overall effectiveness of problem solving projects. They will serve as the Chief of Police of their Sector when dealing with the residents of that area.

Crime Prevention – Patrol officers and investigators may require technical assistance in developing and implementing strategies that stress CPTED and other crime prevention techniques.

Crime Analysis – Beat briefs will be generated by Crime Analysis to which officers will add information on conditions that they observe on a first hand basis. Crime analysis will also provide a wide range of information on offenders, M.O.s, and trends in various types of problems in neighborhoods.

Intelligence – Provide patrol and investigative personnel with information on known offenders, gang problems, and stolen property trafficking.

Criminal Investigations

Problem solving projects that cross district lines or are citywide in nature will be the responsibility of criminal investigation personnel.

Sector Investigators – During the course of investigations, opportunities, to initiate, Problem Solving Kits should be identified.

Investigative Command Personnel – Investigative and Support Services Command personnel should maintain liaison with Sectors to coordinate problem solving projects, providing coaching to investigators, assist in obtaining information, and help make time available to complete Problem Solving Projects.

CHATTANOOGA POLICE DEPARTMENT PROBLEM SOLVING KIT	Name:
	Assignment:
	Date:
	Supervisor:

I. RECOGNIZING THE PROBLEM

1. State the problem as we NOW KNOW it.

2. How did we BECOME AWARE of the problem?

3. WHEN and WHERE does the problem occur?

4. What ADDITIONAL INFORMATION should be collected and from where?

II. ANALYZING THE PROBLEM

1. What is known about the LIKELY OFFENDER?

2. What is known about the TARGETS?

3. What is known about the OPPORTUNITY for the problem to occur?

III. DEVELOPING A STRATEGY

1. Results sought:

☐ Eliminate the problem

☐ Reduce the number of times it occurs

☐ Remove the problem from police responsibility

☐ Reduce the harm caused by the problem

☐ Reduce the cost of the problem to the department

2. Potential strategies that could achieve the desired RESULTS.

STRATEGY A: _____

STRATEGY B: _____

STRATEGY C: _____

3. Comparing Potential Strategies

Rate each strategy using the following scale: 4=very good; 3=good; 2=fair; 1=poor

	STRATEGY A	STRATEGY B	STRATEGY C
Potential Effectiveness			
Practicality			
Community Support			
Resources Available			

Total Score _____ _____ _____

IV. IMPLEMENTATION PLANNING

Date Approved/Revised _____

Strategy:

Task	Who will do it	Resources Needed	Start Date	End Date

V. ASSESSING RESULTS

Date Completed _____

INPUTS: Resources Used	PROCESSES: Activity Generated	OUTCOMES: Changes That Resulted

Factors Impacting the Assessment:

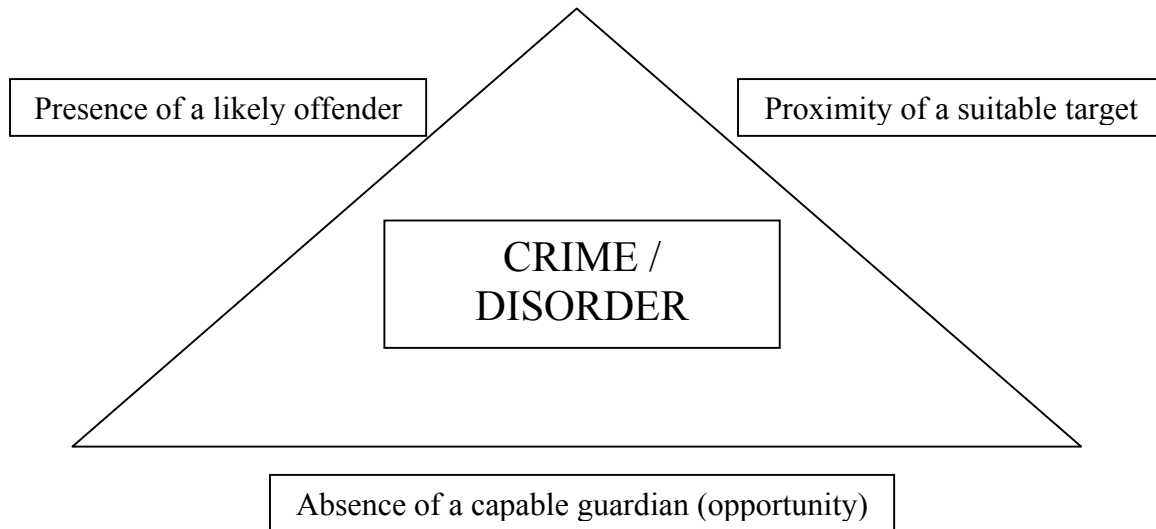
RECOGNIZING

CRIME AND DISORDER PROBLEMS

AGENCIES/ ORGANIZATIONS	INFORMATION TYPE	EXAMPLE APPLICATION
Police	Surveys of neighborhood residents	Identification of unreported crime and order maintenance problems Obtaining input on potential problems Assessing neighborhood commitment
	Citizens calls for police	Analysis of types of calls for service by neighborhood Identification of repeat call locations
	Reported crimes	Identification of crime patterns and trends; property tracking Crime offender correlations; suspect and victim briefs
	Field interviews	Information on the presence of non-residents and habitual offenders in the neighborhood
	Traffic cites and collision reports	Traffic problems; DUI patterns; suspect vehicle information
	Officer observations	Information on emerging problems independent from other sources
	Other police unit briefings	Criminal activity; recent arrivals; recovered property
Corrections and Probation	Conditions of release	Provide assistance in their community to reduce recidivism
	Release dates for career criminals and serious habitual juveniles	Maintain contact with convicted felons not on parole who have been released into the community
Schools	Discipline problems	Early warning signs of delinquency and reduction in school safety
	Chronic truants	Potential source of daytime order maintenance and property crime problems
	Incident reports	Attempts by unauthorized people to gain access to a school campus
Building Code Enforcement	Properties of neglectful landlords	Joint enforcement efforts to deal with drug/dangerous houses
	Procedures for enforcement	Cooperation in reporting violations Use of code enforcement to close drug, dangerous structures and other problem locations
Human Services Agencies	Identification of families with at-risk youth	Supporting treatment plans through contacts made by officers Identify potential problem locations
	Treatment approaches for sex offenders and arsonists	Monitoring treatment plans through contact made by officers
Businesses	Staffing & cash handling practices	Evaluation of staff training and safety procedures
	Security measures	Implementation of crime prevention strategies
Neighborhood Organizations	Order maintenance problems	Development of directed patrol strategies
	Potential volunteers	Staffing for neighborhood improvement projects Management of neighborhood watch programs by neighborhood organizations
	Referrals made to city agencies	Follow-up by police management
	Observations of likely offenders	Investigative follow-up
City/County	Complaints to other agencies	Follow-up for joint police-other agency action
	Demographic information	Trends related to the demographics, housing and employment of residents
	Zoning/land use plans	Development plans/crime prevention through environmental design

ANALYZING

CRIME AND DISORDER PROBLEMS



LIKELY OFFENDERS

Who is committing the offences; descriptions, habits, vehicles, associates?
What exactly are they doing; their M.O., actions before and after?
Where do they reside, work, play, hang-out, roam, and how do they get there?
When can they be found at these various locations?
Why are the offenders attacking these targets (probable motivation)?

SUITABLE TARGETS

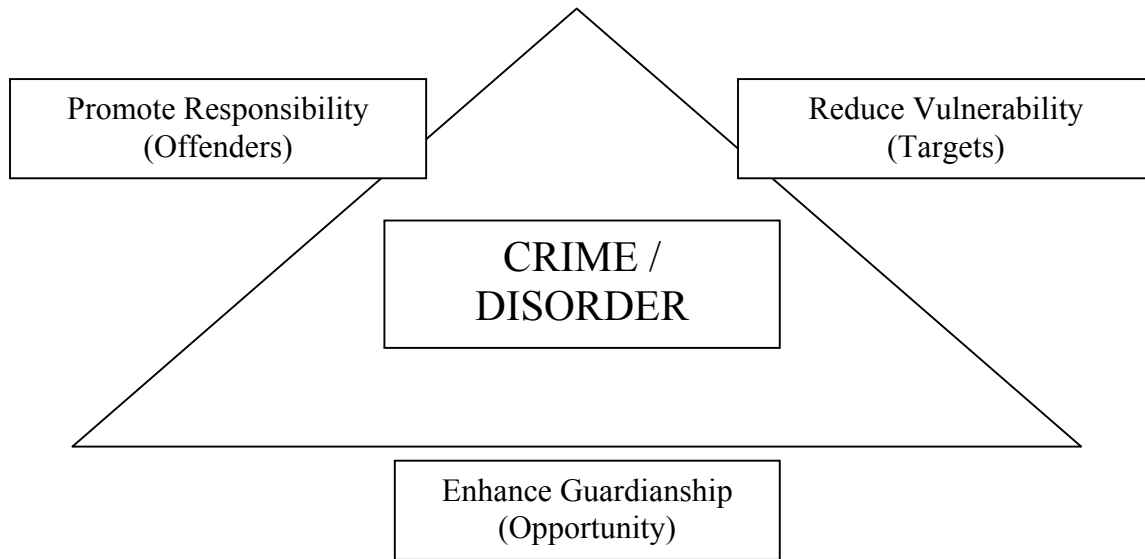
What targets are being attacked and what is the impact on the community?
How are the targets being attacked and how has access been gained?
Where are the target locations and what do the surroundings look like?
When are these targets most attractive, and why not other targets or areas?
Which security measures have been defeated and which ones seemed to work (attempts)?

OPPORTUNITY

Who should be the primary guardians at this location(s)?
When is the level of guardianship good and when is it poor in these places?
How has the level of citizen cooperation been and how capable are they?
What events occurred before, during, or after and how that may have contributed to the problem?
Which characteristics of the environment may preventing adequate guardianship?

DEVELOPING

CRIME AND DISORDER PROBLEM SOLVING STRATEGIES



PROMOTING RESPONSIBILITY

Values – What can we do to reinforce positive values in likely offenders?

Conformity – How do we show approval to desired behaviors & disapproval to other ones?

Substitution – What positive activities can be substituted for the offending ones?

Deterrence – How can we persuade offenders that attacking targets will be punished?

Containment – How can we keep offenders away from targets at most vulnerable times?

REDUCING VULNERABILITY

Awareness – What can we do to keep likely offenders from viewing targets as attractive?

Access – How can we restrict target access so likely offenders are kept out?

Difficulty – How can we make attacking the target more difficult and time consuming?

Risk – How can we create the perception of risk of being detected & caught?

Payoff – How can we convince offenders that targets will not yield desired rewards?

ENHANCING GUARDIANSHIP

Visibility – How can we make the target & accesses more visible to possible guardians?

Surveillance – How can we create perceptions that targets are being watched?

Capability – How can we create perceptions that guardians are capable of intervention?

Involvement – How can we get potential guardians to be involved in intervening?

Deployment – How can we get capable guardians in the right location at the right time?

IMPLEMENTING

A CRIME/DISORDER PROBLEM-SOLVING STRATEGY

- A. **SELECT** the best overall strategy for addressing the problem.

Take into account:

Effectiveness – How likely is it to impact the problem?

Practicality – Can it be implemented without great difficulty?

Community Support – Is it likely to be accepted/supported in the target area?

Resource Availability – Can we get the things & people needed to make it work?

- B. **RESTATE** the chosen strategy in terms of what you aim to accomplish and what approach will be used.
- C. **DERIVE** all specific tasks to be performed in the required order.
- D. **DETERMINE** who will be doing each task, recognizing skill levels and motivation.
- E. **LIST** the resources each person or group will need to get the job done.
- F. **CALCULATE** the amount of time (realistically) each task will take.
- G. **OBTAIN** required approval and necessary.
- H. **BEGIN** to implement the plan at the designated time.

OVERSEEING

AND EVALUATING THE PLAN

1. MONITOR THE IMPLEMENTING OF THE RESPONSE TO THE PROBLEM

- a) **DOCUMENT** all activities and use of resources as the plan progresses.
- b) **CONTINUE** to work the plan unless it becomes unworkable.
- c) **REPORT** progress and problems to supervisor/coordinator.
- d) **ADJUST** the plan when necessary and when authorized.

2. EVALUATE THE RESPONSE TO THE PROBLEM BY CONSIDERING

- a) **OUTCOMES** – Impacts on the problem, both expected and unexpected results of the strategy.
- b) **INPUTS** – Listing of tools, resources, personnel, facilities, volunteers, as well as other things used to produce outcomes.
- c) **PROCESSES** – Activities which took place that converted inputs into outcomes.
- d) **CONTEXT** – Factors outside of the project that may have positively or negatively affected inputs, processes, or outcomes.
- e) **FEEDBACK** – Monitoring and final project information is given to those who are accountable for problem solution.